



DEPARTMENT OF THE ARMY  
WASHINGTON

31 JAN 2005

MEMORANDUM FOR Commanding General, United States Army Safety Center, Fort Rucker, Alabama 36362-5363

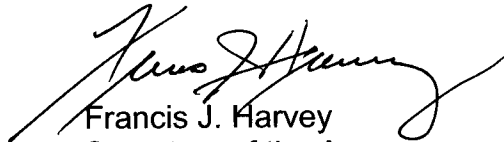
SUBJECT: Transformation of United States Army Safety Center

1. Personnel and equipment losses adversely affect the combat readiness of our Army. The loss of even one member of the Army Team -- Soldier, civilian, or supporting contractor -- is unacceptable.
2. Transformation is a multi-dimensional process that requires significant organizational, technological, and cultural changes to keep the Army relevant and effective for the future. As we adapt new technologies to war-fighting and business operations, we must also develop better joint operating concepts and business processes that use these technologies. We must integrate our functional initiatives and shape relevant information and trends into actionable knowledge that will preserve combat readiness.
3. To these ends, we are directing the United States Army Safety Center to transform and redesignate itself as the United States Army Combat Readiness Center (CRC) to advance the principles, understanding, and practice of Composite Risk Management (CRM). CRM will focus on sustaining readiness and managing all risks -- those posed by the enemy, the environment, materiel and systems, and human error -- logically shifting from accident-centric to Soldier-centric.
4. As with the United States Army Safety Center, the CRC will function as a Field Operating Agency of the Chief of Staff, Army. The Army Safety Office will continue to exist but will expand its responsibilities in Washington, DC, focusing on compliance, policy, and field liaison with Headquarters, Department of the Army. The Commander of the CRC will also retain the role of Director of Army Safety, reporting to the Director of the Army Staff. The CRC will be the Army's focal point for analyzing accident, serious incident, and combat loss reports, identifying lessons learned and tactics, techniques, and procedures (TTPs) to mitigate and prevent future losses. Accident investigation processes remain unchanged. The CRC will establish new processes leveraging information from Army organizations to collect, distill, and distribute knowledge about losses that affect our combat readiness. The prerogative of commanders to investigate losses and other incidents remains unchanged. The CRC mission will include:
  - a. Primary responsibility for investigation of Army accidents, subject to command, criminal, and other investigatory functions;

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- b. Coordination on selected combat loss investigations;
  - c. Focal point for instigating the necessary cultural changes and developing the processes, structure, and training necessary to implement CRM Army-wide;
  - d. Support to Functional Proponents to develop policy and doctrine for loss prevention through CRM;
  - e. Development, coordination, and facilitation of a single-entry, multiple use automated reporting system for processing loss reports;
  - f. Development of predictive trend analysis using digital technology and data mining (with due regard to protecting private and privileged information) in order to identify loss trends and preventive measures;
  - g. Analysis and prompt dissemination of situation reports to the Army leadership;
  - h. Interaction with other military services; federal, state, and local agencies; and industry to identify best practices and loss prevention strategies.
5. The expanded scope of the new Combat Readiness Center and safety transformation will enable our Army to preserve combat power and enhance combat readiness with cutting edge effectiveness.

  
Peter J. Schoomaker  
General, US Army  
Chief of Staff

  
Francis J. Harvey  
Secretary of the Army

CF:  
The Director of Army Staff  
Assistant Secretary of the Army (Installation and Environment)